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11 February 1977

NOTE FOR: Comptroller

SUBJECT: EAG Agenda Item #2: Improving Consumer Relations

Jim:

1. Please pass along these comments to Hank when you schedule this item for the EAG.

2. I agree that DDI has attempted to structure itself and is giving more management attention to get better guidance and feedback from consumers. In view of the appearance of so many new policy players on the scene, this is not a good time to assess the state of these relations. I recommend you accept DDI's suggestion in the last sentence to take another look at this later on--perhaps in six months time.

3. Specific comments on the DDI paper follow:

a. The evolution of the Center for Policy Support will be crucial to this effort. It is my perception that right now it is floundering. The appointment of a permanent leader should go a long way to solve this. However, many of the assignments to the Center to date have not measured up to the standards envisioned by the DDI. The new chief will need to come to grips with this early on.

b. I am startled by the conclusion (para 7) that the initiative for any real change in the pattern of support or links with customers will come from without the DDI. It is true that the DCI can do a great deal to make known to the new administration at the upper echelons what it is we can do for them, and his initiatives will help us interpret consumer needs. This is essential at the overall strategic level. But this is no substitute for the variety and mix of relationships that must be developed and nurtured at various levels of the policy community. Those offices which succeed best in doing what we like to call issue-driven analysis in support of policy have lines out to desk analysts and supervisory personnel in the components of NSC, State, Defense, Treasury, etc., where proposals, policy options and policy backgrounders are shaped. These are the people most likely to be able to tell us what their needs are now and tomorrow, and how we can best help fill them. For example, ORPA analysts already in touch with new NSC staffers are getting, I am

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told, a good feel for the kind of support wanted from that office.

c. The point is this -- it is merely a truism to say that modifications in our priorities and product will emerge from DCI/Carter team interaction. DDI should know that you expect the Center for Policy Support to provide a kind of leadership that has been missing from the DDI's customer relations, and he needs frequently to remind his DDI analysts that they cannot sit here in their "ivory tower" if they expect their work to be consistently relevant to consumer needs.



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